COMMANDERS DIGEST

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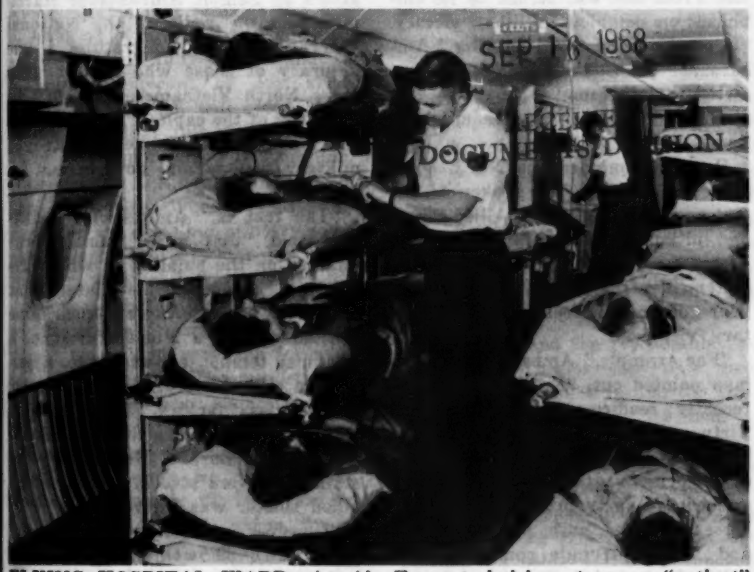

FLYING HOSPITAL WARD—An Air Force technician straps a "patient" into a specially-designed litter aboard a C-9A aeromedical airlift jetliner. This new craft can accommodate up to 40 ambulatory patients, 30 litter patients or any combination of the two on high-speed flights between military hospitals.

DOD Gives Additional Details On Family Housing Assignment

The Department of Defense has spelled out in greater detail its policy concerning assignment to military family housing and suggested additional guidelines for commanding officers in newly-revised Instruction 4165.44.

New policy in the directive requires incoming military sponsors to report to the installation family housing office as a part of the reporting for duty procedure.

Also included in the directive is a paragraph which states that "under unusual and compelling circumstances occupants of military family housing may be permitted to remain in the assigned housing up to a maximum of 90 days after the sponsor has deceased or because of a severe hardship which has occurred. Normally, it is expected that the housing will be vacated in 30 to 60 days. During this period of extended occupancy rent equivalent to the basic allowance for quarters (BAQ) normally forfeited will apply."

Assignment priorities also were spelled out in greater detail. For example, the relative position of the top ten per cent of personnel on each waiting list will be stabilized and not altered by placing new arrivals within the top ten per cent regardless of grade or duty assignment.

(Continued on page 7)

JCS Chairman Expresses Views On War in Vietnam

The enemy in Vietnam is attempting to gain political and psychological mileage from the "lulls" in combat which can be attributed directly to his weakened offensive potential.

That is the view of Gen. Earle G. Wheeler, Chairman of the Joint Chiefs of Staff, who also said the enemy is "attempting, alternately, in the face of superior fire power and spoiling tactics, to create an impression of power by mounting psychologically conceived and militarily futile attacks on 'prestige' objectives—and suffering staggering losses in the process."

Addressing the 43rd annual reunion of the 36th Infantry Division, in Dallas, Tex., Aug. 31, Gen. Wheeler expressed these views:

1—"The U.S. Armed Forces in South Vietnam remain unbeaten and unbeatable. The enemy has lost whatever chance he had of taking over South Vietnam by military force."

2—"Our forces have achieved an unbroken string of victories which, in the aggregate, is something new in our military history. They won while they were learning. There were no Bladensburgs or Bull Runs."

3—"The combat effectiveness of the ARVN has improved steadily over the past few years."

4—"Much hard fighting lies ahead. The NVA/VC will fight for headlines, as much as for military purposes, during the months ahead. No one can have more reasons than the person occupying my position to want an honorable end to the fighting; but, if our efforts toward a peaceful settlement are to succeed, we must continue to convince the enemy that they are not going to achieve their objec-

(Continued on page 3)

North Vietnam Asked, 'What Happens if Bombing Stops?'

Ambassador W. Averell Harriman asked the North Vietnamese delegation at the Paris peace talks on Aug. 21, "What will happen after the bombing stops? What will your side do if we take this step?"

He said he would like to have their (the North Vietnamese) "carefully considered reply" to the question and reminded them "the entire world is listening for your answer."

"Thus far," Ambassador Harriman said, "your only answer has been to repeat your demand—stop the bombing. Meanwhile, you raise the level of violence. You have increased your presence and your threat in South Vietnam.

"This past week," he said, "there has been an increase in assassination and terrorism; and once again cities have been shelled indiscriminately. This is a policy of terrorism directed against the civilian population of the South. In short, you have worked against peace rather than for it."

Ambassador Harriman pointed to the "new series of large-scale military attacks" now being waged by the Viet Cong and North Vietnamese on South Vietnam and reminded the delegation that "these attacks are no surprise.

"I have exposed here previously," he said, "the extensive infiltration from North Vietnam. The menacing troop deployments, the testimony of prisoners and defectors, the documentary evidence—all pointing toward a renewed attempt by the Democratic Republic of Vietnam to achieve its objectives through the use of force. I have noted the bellicose tone of recent propaganda from Hanoi and its agents."

He said he had examined the 8th Communique of the National Liberation Front and was struck by its emphasis on complete military victory. "It promised increased fighting," Ambassador Harriman said, "and it predicted that the combat would be carried into the heart of the cities of South Vietnam."

He also reminded the North Vietnamese that they had spoken of defeat on the battlefield for Allied forces and ultimate victory for the North Vietnamese. "In the same vein, official statements from Hanoi indicate that your government seeks complete military victory.

"For example," Ambassador Harriman pointed out, "Mr. Truong Chinh recently reaffirmed that the North Vietnamese Communist Party remains fully committed to violence as the only correct path. He (Chinh) described the party program as 'armed force combined with political force, and armed struggle combined with political struggle.' He stressed that the North Vietnamese Communists had devised the strategy and provided the leadership for the war to date, and that the party is 'the greatest and surest guarantee for our people to win complete victory'."

Referring to the Aug. 22 rocket attack on Saigon, Ambassador Harriman said the radio of the National Liberation Front congratulated the accuracy of those who fired twenty large North Vietnamese rockets into the heart of the capital. Their rockets, the propaganda claimed, destroyed military targets and government installations.

"The fact is," Ambassador Harriman said, "that minor damage was inflicted on the building in which the National Assembly met later that day. The other rockets struck nine civilian houses, a Moslem mosque, a Buddhist temple, a restaurant, a garage, a milk factory, the Saigon zoo, and a glass factory. These rockets started fires in which fifty additional houses were burned. No military installations were struck. Not a single allied soldier was injured.

"However, seventeen civilians were killed, and 69 wounded. The dead included eight women, three children, and a Japanese reporter. The wounded included 13 women and 13 children."

COMMANDERS DIGEST

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SUPPLY CHIEF TOURS—Lt. Gen. Earl C. Hedlund, USAF, director of the Defense Supply Agency, sees first-hand how supplies purchased by his agency reach the field. Gen. Hedlund was in Germany to attend the U.S. Army Logistics Seminar at Wiesbaden.

Gen. Wheeler on Vietnam Situation

(Continued from Page 1)

tives by military force and its psychological by-products."

5—"Despite the torrents of words and pictures that have come from Vietnam, this war remains the least understood in our history. Americans, as they more fully understand the magnificient record of our armed forces in Vietnam, will accord these young men that full measure of respect and honor which is their due."

Looking at U.S. stakes in the Vietnam fight, Gen. Wheeler said in his view "we are using our military power now to assure to widest possible role for our political influence later.

"If we crawl back from Vietnam, which means Southeast Asia as a whole, we will be verifying for all to see that it is the Communists, and not ourselves, who understand and are dominating current history."

Gen. Wheeler then asked this question "What must we do?" He answered by saying "I have argued, am arguing, and will argue, for an American military posture which is (1) strong, but not belligerent; (2) too determined to be frightened and too strong to be defeated; and (3) unwavering, despite setbacks, disappointments and opposition in following that course which we know is the right path to organize a stable and durable peace.

"Can we stay the course?" the Chairman of the JCS asked. He answered that "we all hear, from time to time, that we have grown tired of meeting foreign responsibilities in the face of allied indifference and competing domestic needs. The final answer to this question will emerge over the not too distant future.

"I'm betting," he said, "that we can and will stay the course. Certainly, we are somewhat more 'tired' than we were fifteen or twenty years ago, but to me the test of true greatness of a man or of a nation is what they can do when they are tired. And I believe that the United States of America is a great nation."

Gen. Wheeler recognized that Red China "muddies up" everyone's neat, two-sided strategic game.

"The worst case, from our point of view," he said, "would be unmistakable evidence that China's geographic and political militancy, supported by a single-focus technology, becomes realigned with Soviet power.

"Not likely, to be sure," he continued, "but being 'surprised' is the special province of those unable or unwilling to consider all the possibilities. We can, however, say for certain that China poses an unsettling current threat to her neighbors and a growing threat to us—a threat which is partially offset by the currently projected level of Sentinel deployment."

As to now and the foreseeable future, Gen. Wheeler sees only two super powers: The U.S. and the USSR. "Today," he said, "we hold a measure of strategic superiority over the USSR. This situation, I submit, is not pre-ordained to remain in force if we should embark upon one or more of the following errors: (a) view the 'balance' as being static as opposed to being a dynamic state of technological, hence, strategic, flux; (b) allied to the foregoing, announce an act upon the unsound concept of 'plateaus' being achieved to spare ourselves the necessity of conscious choice between and among strategic alternatives; or (c) enthrone 'assured destruction' and slight the 'damage limiting' function."

Turning to Czechoslovakia, Gen. Wheeler said there are a number of crucial strategic considerations "raised by the sudden and overwhelming application of Soviet power against that hapless state.

"First among these lessons is the clearly demonstrated requirement to maintain our focus upon Soviet capabilities." He said "it may be more intellectually stimulating for some to pursue the will-of-the-wisp of Soviet intentions. Certainly, attention must be paid to this field, but never can we permit these speculative exercises —based upon volatile intentions—to become the principal determinants of our strategic posture."

A second lesson which we must draw "is that the Soviet Union will not, where it believes its vital interests to be at stake, refrain from a sudden and overwhelming application of military power despite any and all written and oral assurances to the contrary. If anything has been clarified for us, it is this unhappy fact of life."

DEPUTY RETIRES—Adm. Ephraim P. Holmes (left), Commander in Chief, U.S. Atlantic Fleet, congratulates VAdm. Frederick L. Ashworth, Deputy Commander in Chief of Staff, Atlantic Command, after presenting him with a second award of the Distinguished Service Medal. The medal was presented during ceremonies in honor of Adm. Ashworth's retirement after 35 years of naval service.

The President's Statement on Vietnam

PEACE ON HONORABLE TERMS

In his strongest Vietnam policy statement since March 31, President Johnson on August 19 delineated the U.S. position on a bombing halt, ground-war policy, and the political future of South Vietnam. Below are excerpts from his address to the Veterans of Foreign Wars convention.

Until January 20, 1969, until another President takes the oath with those closing words, *"So help me God,"* I bear the responsibility of the Presidency, and of the executive policy of this nation toward Vietnam—a policy that has been fashioned over many years on a bipratisan basis, by several Presidents and by several American Congresses.

The interests of the nation and the interests of peace are not advanced by ambiguity at any time about that policy.

First, our objective in Southeast Asia is peace, and the essentials of what we mean by peace for a long time have been quite clear. I am going to repeat them briefly:

- Reinstall the demilitarized zone at the 17th Parallel, as the Geneva Accords of 1954 require, and let the matter of Vietnamese unity be decided by the people of North Vietnam and the people of South Vietnam in the future;
- Remove all foreign forces from Laos and reinstall and make fully effective the Geneva Accords of 1962 on Laos;
- Withdraw U.S. forces from South Vietnam under the circumstances described in the Manila Communique;
- Encourage the people of South Vietnam to exercise their rights of self-determination. It is for them to decide in peace without any coercion of any kind—from anyone—their own political future on a one-man one-vote basis—in a free election—in the spirit of reconciliation reaffirmed by President Thieu at Honolulu. He said there that all can vote in Vietnam and all can run for office, if they will forsake violence and live by the Constitution. We of the United States agree.

U.S. Initiative

Second, the United States toook a major initiative toward peace on March 31. We not only made an offer, but we immediately acted. We took a first dramatic step to de-escalate the conflict. I immediately ordered our aircraft and our naval vessels to make no attacks on North Vietnam north of the 20th Parallel. This excluded from bombing almost 90 percent of the North Vietnamese territory.

I then, that night . . . had this to say: "I cannot in good conscience stop all bombing so long as to do so would immediately and directly endanger the lives of our men and our allies. Whether a complete bombing halt becomes possible in the future will be determined by events."

Hanoi's Response

Thus far Hanoi's response has been:

- To reject every single suggestion made by ourselves or others to de-escalate the conflict;
- To proceed since March 31 with the highest level of infiltration that we have observed during the war in Vietnam; the highest level of southward movement of military supplies, and the highest level of preparation for a major wave of attacks of 1968.

I do not know whether or when such a new attack will take place.

But I do know that Hanoi has rejected our every offer for prompt de-escalation and movements toward peace in favor of their massive military preparations for intensified battle. So the next move must be theirs.

This Administration does not intend to move further until it has good reason to believe that the other side intends seriously to join us in de-escalating the war and moving seriously toward peace. We are willing to take chances for peace but we cannot make foolhardy gestures for which our fighting men will pay the price by giving their lives.

So tonight I hope you will ask yourselves: Where would the position of this nation and its allies be if, having taken a major step toward de-escalation and peace already, we responded now to their hostility with still another major unilateral step? If you were in Hanoi, would you then de-escalate and negotiate? Or would you not demand another unilateral step, until finally the whole foundation of freedom for the nations of Southeast Asia was beyond repair?

This President—this Administration—will not move down that slippery slope.

This is a time when Americans have to face certain hard questions:

First, are we Americans prepared to say to Hanoi that we are ready to have their men by the thousands and their supplies by the tons pour down through the DMZ against our American sons and our allies without ob-

struction, whether or not Hanoi takes action to de-escalate the conflict? Well, that is what would be involved in an immediate halt to all bombing in North Vietnam.

Second, are we Americans ready to let the Communist forces assemble without any interference around Saigon, Danang, Hue and other cities and then and there deliver their attacks at times and places of their own choice, when it suits their own advantage? That is what would be involved if we should give up our search-and-destroy operations.

Free Elections

Third, let us all remember that it is a long-established policy of the government of the United States and the government of [South] Vietnam that the political future of that country should be decided by free elections based on the principle of one-man one-vote. It is the Communists who have refused to even discuss these elections. It is they who seek a solution by bullet rather than by ballot.

Fourth, let us all remember that with the encouragement of the American people, these gallant South Vietnamese have created their own Constitution, have created their own government.

—They have voted freely;
—Often at the risk of their own lives;
—In elections as closely observed as any election in modern times;
—In which 60 percent of all the electorate participated.

In that government and closely associated with it in the Vietnam Senate, candidates received more than 56 percent of the popular vote in the South Vietnamese election.

The people of South Vietnam and their government have demonstrated—in action—a willingness and an ability to let the people speak—peacefully—by democratic means. It is not they, but it is the other side, who now tonight must be persuaded that the election process is the road to peace in Vietnam.

Honorable Peace

I believe peace is going to come—that is, if we are steady—and it is going to come, if I have anything to do with it, on honorable terms. I cannot tell you precisely when it will come, but I believe that it will come because:

—I believe military victory is beyond the enemy's grasp;
—Because the South Vietnamese are gathering military and political strength and confidence day by day;
—And finally because . . . however great our passionate desire that the killing shall stop, I do not believe that the American people are going to walk away from this struggle unless they can walk away from it on honorable terms.

Right now we are doing all that diplomacy can do to end the war through the talks in Paris. And we shall continue.

But let me add another word about why we came to commit ourselves as a nation in Vietnam and to the security of Southeast Asia.

Our Commitment

Almost two-thirds of the men, women and children on this planet . . . now live in Asia. In the year 2000, that proportion is going to be even higher. . . . In the world of modern technology and communications . . . the prosperity and the security of your United States will, with the passage of time, be more bound up with the fate of Asia—and not less.

This nation—not this Administration, but the nation—has three times in the past 30 years reacted when one power or another sought by aggression to enlarge its power in Asia: In 1941, December 7; in 1950 and then in the present conflict.

Our responsibility was recognized in 1954 when the SEATO Treaty was adopted by the United States Senate by a vote of 82 to 1. . . . This nation could not and would not ever stand idly by and see all the countries of Southeast Asia taken over by the aggressor's heel.

There is no serious and responsible leader in Asia who does not already know that the struggle now taking place in Vietnam tonight is the hinge on which the fate of Asia will swing. . . . We are talking tonight not about 17 million people of South Vietnam, but we are talking about nations which contain hundreds of millions of people.

I am . . . confident that if we have the will to see this through in Vietnam to an honorable peace, the way will be open for better times:

• For a period of relative tranquility in which the forces of moderation, of national independence, of freedom and regional cooperation will assert themselves in Asia as they are tonight asserting themselves in other parts of the world.

• Permitting the United States not to return to isolation but to work as a partner with a vital region of the world which will more and more assume responsibility for its own destiny.

The Ultimate Stake

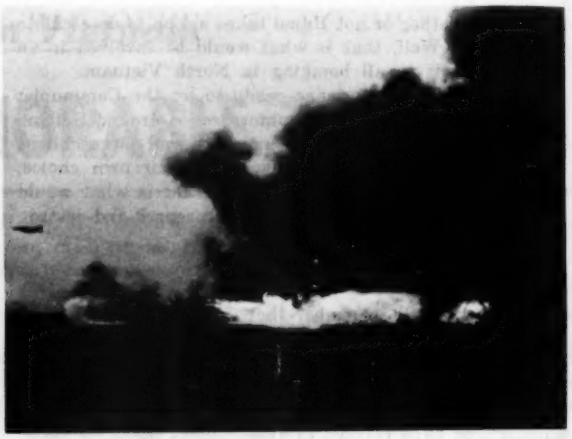
That is the ultimate stake in Vietnam—for Americans, for Asians and for the world.

I want the killing in Vietnam to stop. . . . We are ready now, tonight, to stop the bombing.

[But] let's not be hoodwinked. . . . We are not going to stop the bombing just to give them a chance to step up their bloodbath.

On March 31 we stopped 90 percent of the bombing. Have they stopped 90 percent of their infiltration or 80 percent or even 50 percent? No. They didn't stop anything. They increased their infiltration 100 percent. That was their answer to our stopping the bombing.

We are ready tonight and we are ready tomorrow, either on the battlefield or the conference table in Paris, to put into effect any fair and reasonable cease-fire on both sides—but not just one side.



STRICOM IN ACTION—The U.S. Strike Command, headquartered at MacDill AFB, Fla., includes units of the Army, Navy, Marine Corps and Air Force. The four photos above show some elements of STRICOM action: Top left: Medium artillery 155mm Howitzers pummel enemy positions forward of advancing friendly troops. Top Right: F4C Phantom provides close air support for advancing ground troops with napalm attack on enemy targets. Bottom Left: Paratroopers move through woods and up mountainsides to seize primary objective. Bottom Right: USS England, a destroyer with the Middle East Force, fires a terrier missile. The Middle East Force is under operational command of Commander in Chief, Middle East, Southern Asia and Africa South of the Sahara (MEAFSA).

JAG Corps Insignia Included in Latest Navy Uniform Changes

The recently created Judge Advocate General's Corps of the Navy has been authorized to wear a staff corps insignia, consisting of two gold oak leaves curving to form a semicircle in the center of which is balanced a silver "Mill Rinde."

Also approved was a new style lightweight raincoat constructed of polyester-cotton fabric, and a beltless, single breasted fly-front design, for women officers and enlisted members of the Navy.

The new raincoat will have a phase-in, phase-out period of four years commencing on the date the new raincoats become available in the supply system or through commercial channels.

Another Navy uniform change approved includes an Aviation Experimental Psychologist and Aviation Physiologist qualification breast insignia for wear by authorized personnel.

Personnel in the Navy Enlisted Nurses Education Program and Navy Enlisted Dieticians Education Program have been granted a Special Initial Clothing Allowance and permission to wear officer-type uniforms while attending college.

Family Housing Assignment Policy (Continued from Page 1)

The Directive recognized that "military necessity" may take precedence over all other considerations in priority of assignment to government owned or controlled housing, but that such assignments shall be held to a minimum.

"Military necessity" was outlined as a situation where designated key and essential military personnel may be assigned to available housing upon arrival or be placed in positions of priority on the list. It also included a situation where individual quarters are designated "prestige position quarters."

In overseas areas, the intratheater transferees whose command-sponsored dependents are present in the theater, the military personnel serving consecutive overseas tours of duty, where the immediately preceding tour of duty was unaccompanied, will be placed in a position of priority, by grade, in the following manner:

1—They will be placed within the top ten per cent of the waiting lists if their date of departure from CONUS is earlier than that of sponsors already on the waiting list.

2—They will be placed in a position of priority below the freeze zone based on procedures established by the separate Services which will give due consideration to the individual's date of departure from CONUS, or when unusual circumstances warrant other arrangements.

Where anticipated assignment to housing for personnel on the waiting list is scheduled to occur within 60 days, the stabilized portion of the waiting list may be extended beyond the top ten per cent to include such personnel.

The directive states that except for military necessity, assignments will be made from the top of the list, and revisions which add names to the stabilized portion of the waiting list will be published at least once each 30 days and posted on installation bulletin boards.

In order to provide an equitable and efficient assignment system and to minimize possible hardship involving quarters assignment, the directive states that each individual shall, upon reporting to the installation (or preferably in advance of reporting), be given one of the following statements in writing.

1—"Quarters will be made available on a mandatory basis within the initial 30 days; or, a definite date of occupancy is assured within a specified period of time and temporary off-base arrangements should be made.

2—"Quarters will be made available during his tour of duty on a mandatory basis and he should make temporary arrangements for off-installation housing accordingly.

3—"Quarters may be made available during his tour of duty and he should make temporary or semi-permanent arrangements off-installation at his own discretion.

4—"Quarters will not be made available during his tour of duty and he should make permanent arrangements off-installation."

The last statement should be issued to incoming personnel, the directive said, when it is known or anticipated from past experience, size of waiting lists and knowledge of possible future troop movements or changes in installation mission that involuntary assignments should not be required.

It also was pointed out that for personal reasons such as a normal desire to be a homeowner in the nearby community, sponsors may request off-installation housing and that commanding officers should give favorable consideration to such requests where they can keep government units filled and have sufficient waiting lists.

PRESIDENTIAL CITATION—7th Air Force Commander Gen. George S. Brown makes a Presidential Unit Citation presentation to the 11th Tactical Reconnaissance Squadron. The squadron received the award for aerial reconnaissance from July 26, 1966 to March 31, 1967.

Importance of Government-Business Partnership Stressed

The need for college men and women to meet the challenges of America's business and government "revolution," was stressed at the University of Pittsburgh in August by Solis Horwitz, assistant secretary of defense for administration.

Speaking to the business school graduating class at his alma mater, Mr. Horwitz said the revolution is technological, electronic and managerial and affects both government and business.

He noted that it had engendered problems for both sides.

"These problems will be solved," he said, "but not without the hard work and hard thinking for which you have been prepared here. Solving them will require understanding of business processes, understanding of government processes, and a real partnership between government and business which will lead to improved decision-making.

"Most important," he emphasized, "it will require understanding of the revolution."

He said technicians are enjoying far greater influence than before by mastering processes and developing new products. "They are getting a bigger say in the allocation of resources as the limits of our resources are more sharply defined," he explained.

Noting that "production" of technology is getting "larger share of budgets," he pointed out that the Massachusetss Institute of Technology is 62nd on the list of the government's 100 largest prime contractors. And this is "not bad for an organiation whose product cannot be seen, smelled, tasted or touched."

The business revolution, he said, is reflected in the governmental revolution which has brought about an "economic miracle."

"We seem to have solved the problem of creating wealth," he continued. "We have the ability to produce in abundance. But this solution brings us face-to-face with the problem of ensuring that the miracles of abundance reach down to every hamlet and every person. That problem is compounded by the revolution in rapid communications, where television displays the good life to a large segment of the population who cannot afford the price of admission."

He said the government must contend with the problems of "social overhead," which he described in part as poverty, urban redevelopment, housing, medicare, social security—"those items which generally come under the cognizance of the Department of Health, Education and Welfare, and the Department of Housing and Urban Development, although other departments of the executive branch are also involved."

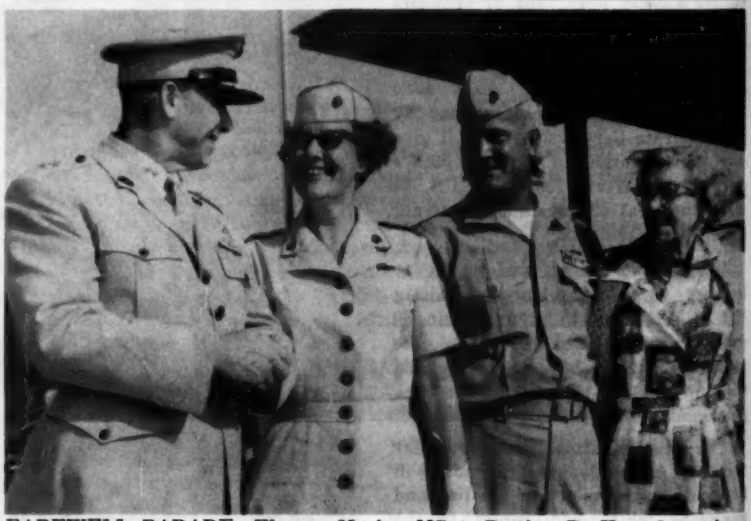
Secretary of Defense Clark Clifford, he said, instituted "Project 100,000" which is designed to improve the mental and physical abilities of thousands of young men to bring them up to the levels required in the Armed Forces. The young men thus benefited will then be able to participate effectively, throughout their lives, in all the many activities in this technetronic revolution, long after their departure from the armed Forces."

Mr. Horwitz asked his audience, "How can businessmen participate in government? First, by service: many top officials of the Department of Defense are businessmen who come to the department from their businesses. They serve from two to three years, then return to private life."

The assistant defense secretary noted, "They can make significant contributions during their service because, as I remarked earlier, the difference between business and government is not nearly as great as is commonly supposed.

"I assure you that government welcomes the contributions of business, and I hope that each of you will seize the opportunity to participate in government when it is tendered to you."

Mr. Horwitz joined government service in 1961 and was appointed to his present position in June, 1964. He plans to return to professional academic life at the University of Pittsburgh later this year.



FAREWELL PARADE—Woman Marine MSgt. Bettina D. Haenel receives congratulations from Maj. Gen. Lowell E. English, CG, Marine Corps Recruit Depot, San Diego, following a parade and review in her honor Aug. 30. MSgt. Haenel transferred to the Fleet Marine Corps Reserve Aug. 31 after serving more than 24 years. Looking on are her husband, MGySgt. Richard A. Haenel and MSgt. Haenel's 85-year-old Mother, Mrs. Alice L. Dunn.

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